



Title of Report:	Draft Council Plan 2026-2030
Committee Report Submitted To:	Corporate Policy and Resources Committee
Date of Meeting:	28 April 2026
For Decision or For Information	For Decision
To be discussed In Committee	No

Linkage to Council Strategy (2021-25)	
Strategic Theme	Leader and Champion
Outcome	Civic Leadership
Lead Officer	Director of Corporate Services

Estimated Timescale for Completion	
Date to be Completed	2026-2030

Budgetary Considerations	
Cost of Proposal	
Included in Current Year Estimates	YES/NO
Capital/Revenue	
Code	
Staffing Costs	

Legal Considerations	
Input of Legal Services Required	YES/NO
Legal Opinion Obtained	YES/NO

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:
	DPIA Required and Completed:	Yes/No	Date:

1.0 Purpose of Report

- 1.1 The purpose of this report is to present Causeway Coast and Glens Borough Council's Draft Council Plan.

2.0 Background

- 2.1 Council engaged with Venture International Ltd to assist in the preparation of its Council Plan.
- 2.2 The Council Plan outlines the Council's vision, priorities and commitments for the next five years.

3.0 Proposals

- 3.1 The final version of the Draft Council Plan is attached at Appendix 1 for your consideration.

5.0 Recommendation(s)

It is recommended that the Corporate Policy and Resources Committee recommends to Council the approval of the final version of the Draft Council Plan.



**Causeway
Coast & Glens
Borough Council**



**Council Plan
2026 – 2031**

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Introduction

Mayoral Address

As Mayor of Causeway Coast & Glens Borough Council, it is my privilege to present our Council Plan for 2026–2031. This strategy sets out our vision and priorities for the next five years, building on the strong foundations we have established since the Council's formation in 2015.

Over the past decade, we have achieved remarkable things together. We have taken steps to secure over £100 million in Growth Deal funding, delivered international events like The 153rd Open Championship, and maintained our position as one of the most efficient councils in Northern Ireland. We have supported our communities through the unprecedented challenges of the COVID-19 pandemic and the cost-of-living crisis; while continuing to deliver high-quality services that our citizens rely on every day.

This Council Plan has been developed through extensive engagement with our citizens, Elected Members, staff, and partners. It reflects what matters most to the people of this Borough and sets out how we will work together to build a better future.

Our plan is firmly rooted in our Community Plan, "A Better Future Together," which provides the overarching vision for our area to 2030. As the lead body for community planning, we are committed to working in partnership with statutory agencies, businesses, and community organisations to deliver the outcomes our citizens want to see.



Councillor Oliver McMullan, Mayor of Causeway Coast and Glens 2025/2026

The priorities we have identified for 2026–2031 reflect both our statutory responsibilities and our ambitions for this Borough. We will focus on excellent governance and service delivery, meaningful engagement with our customers, empowering and supporting our people, creating conditions for economic opportunity, and managing our environment sustainably.

I am confident that by working together, Elected Members, staff, citizens, and partners, we will deliver on the commitments set out in this plan and continue to make Causeway Coast and Glens a place where people are proud to live, work, and visit.

INSERT SIGNATURE

What is a Council Plan?

The 2026–2031 Council Plan is the strategic document that sets out our Council’s vision, what we will deliver for our citizens, and how we will meet their expectations.

This Council Plan is fundamentally built upon the three strategic themes of the Causeway Coast and Glens Community Plan 2017–2030:

- A Healthy Safe Community
- A Sustainable Accessible Environment
- A Thriving Economy.

These community-led priorities form the foundation of our Council Plan, ensuring that the Council's actions directly support the broader aspirations of everyone who lives in, works in, and visits our Borough.

The plan focuses on **three key** elements:

Our Purpose

Our mission statement and driving focus for 2026 –2031, rooted in delivering the community priorities.

Our Priorities

The key challenges and opportunities we will address directly supporting the health, environment, and economic themes of the Community Plan

Our Approach

The strategic actions we will take to deliver on our mission and the Community Plan outcomes.

Key Achievements

2021 – 2025

Over the past four years, working with our partners and communities, we have delivered significant achievements across the Borough.

Major Investments:

- Secured up to £72m Growth Deal funding from the UK Government and NI Executive
- Commenced the £16m Ballycastle Leisure Centre project
- Delivered £1.4m Ballymoney Environmental Improvement Scheme
- Delivered 150 capital projects with £41.5m investment

Economic Development:

- Awarded 5,000 grants to local groups and businesses totalling £11m
- Supported businesses via £1.5m COVID Recovery Revitalisation Programme
- Delivered £2.81m Small Settlements Programme across 16 villages

Financial Management

- Reduced Council debt by over 50%
- Maintained competitive rates while delivering major investments
- Secured £11.25m in external government funding

Community Support

- Supported 326,290 resident enquiries through Independent Advice Centres
- Delivered targeted anti-poverty and cost-of-living programs
- Enhanced Good Relations programs to build community understanding

Tourism & Events

- Successfully hosted The Open Championship at Royal Portrush (2025)
- Ranked 2nd in Northern Ireland for visitor numbers and tourism employment
- Won 9 Ulster in Bloom awards, including a Britain in Bloom award for Coleraine (2023)

Community & Leisure

- Leisure centre membership up 30%
- 58 schools involved in the Healthy Kids Initiative (APSE award shortlisted)
- Inclusivity advanced with Benone Beach, Northern Ireland's first inclusive beach
- 7,460 households supported with £642,000 in cost-of-living assistance

Infrastructure:

- Completed International Appalachian Trail and Garvagh Forest trails
- Developed Magheracross and Portaneevy scenic viewpoints
- Delivered public realm schemes in Ballymoney and enhanced Portrush
- Completed 3 community centres (Magilligan, Mosside, Drumsurn)
- Delivered Riada 3G pitch and completed harbour dredging projects
- Redeveloped Portrush Recreation Grounds

Service Excellence

- Remained one of the most efficient councils in NI
- Maintained 50% household recycling rate
- Conducted 686 food hygiene and 436 health & safety inspections annually
- Saved 130 tonnes of CO₂ through use of HVO fuel

How was the Plan Developed?

This Council Plan has been developed through a comprehensive process of evidence gathering, analysis, and engagement. It is firmly anchored in our statutory Community Plan, "A Better Future Together" (2017-2030), which provides the long-term vision and strategic direction for our Borough.

The development of this Council Plan involved:

Evidence Review: Analysis of demographic data, economic indicators, service performance metrics, and benchmarking information comparing our performance against other councils across Northern Ireland and the UK.

Community Engagement: Insights from our 2024 Citizens Survey, which gathered views from over 2,700 residents on council services and priorities, building on our extensive community engagement undertaken for the Community Plan.

Staff Consultation: Input from employees across all levels and services, gathered through workshops and surveys during the development of our People Strategy 2026-2031.

Elected Member Workshops: Strategic planning sessions with Councillors representing all seven District Electoral Areas to identify priorities and shape the strategy's direction.

Partner Consultation: Engagement with our Community Planning partners and key stakeholders to ensure alignment with regional strategies and partnership working arrangements.

Performance Analysis: Review of our achievements and challenges from the previous Council Plan (2021-2025), including APSE benchmarking data demonstrating our position as one of the most efficient councils in Northern Ireland.

Strategic Context Review: Assessment of external opportunities including the Levelling Up Fund, PEACE Plus, Northern Ireland Growth Deal, and alignment with the Northern Ireland Programme for Government and our Local Development Plan.

This evidence-led, collaborative approach ensures that our Council Plan is grounded in the real needs and aspirations of our citizens, while responding to the strategic opportunities available to the Borough.



About Causeway Coast & Glens

LOCATION & SIZE

From Lough Foyle to the Glens of Antrim



STUNNING LANDSCAPES

Coastlines, Beaches & Glens



HISTORIC ATTRACTIONS

Castles & Ancient Sites



TOURISM ECONOMY

*1.2M Visitors Annually
Key to Local Economy*



TOWNS & VILLAGES

Coleraine, Ballycastle & More



GIANT'S CAUSEWAY

UNESCO World Heritage Site



CAUSEWAY COASTAL ROUTE

Famous Scenic Drive



RATHLIN ISLAND

NI's Only Inhabited Island



OUTDOOR ACTIVITIES

Hiking, Kayaking & More



NATURE & CONSERVATION

AONBs, Reserves & Wildlife



Our Purpose

To enhance quality of life for residents and visitors by delivering accessible, sustainable services, empowering communities, protecting our natural assets, supporting inclusive economic growth, and championing the Borough locally and internationally.



Our Approach

Our values define the type of organisation we are. They establish our culture, how we do business and the nature of our relationships with each other (ratepayers/ citizens/ Elected Members and staff) and others (partner organisations; businesses, Community Planning partners and the wider NI public sector).

These values guide how we work collaboratively to deliver the Community Plan's vision; ensuring we nurture healthy, safe communities, protect and enhance our sustainable environment, and drive economic prosperity for all.

Our approach to working with Community Planning partners, businesses, and citizens reflects our commitment to the partnership model that underpins the delivery of A Healthy Safe Community, A Sustainable Accessible Environment, and A Thriving Economy, the foundational themes upon which both our Community Plan and Council Plan are built.

The following values underpin our 2026–2031 Council Plan:

VALUE	WE WILL MAKE MEANINGFUL VIA
Fairness	<ul style="list-style-type: none"> • Creating a culture where everyone is treated fairly and with respect • Making decisions based on evidence, need and equality
Excellence	<ul style="list-style-type: none"> • Achieving the highest standards in our service delivery • Holding ourselves and others to account
Sustainability	<ul style="list-style-type: none"> • Ensuring our unique natural environment and other assets are enhanced and protected • Utilising partnerships to improve the quality of life for our residents
Empowerment	<ul style="list-style-type: none"> • Supporting our people to reach their full potential in their role within Council • Supporting and facilitating communities to provide services and activities in their local areas
Improvement	<ul style="list-style-type: none"> • Using our resources as efficiently as possible to deliver value for money for our ratepayers • Create a culture of continuous improvement

Our Strategic Priorities

Our Council Plan is built around five interconnected priorities that reflect what matters most to our citizens and the opportunities available to our Borough.



Each priority includes specific outcomes we aim to achieve, indicators to measure progress, and strategic actions we will deliver.

Resources will primarily be allocated to deliver these outcomes, and there will need to be a demonstrable, evidenced link between them and everything we do as a Council.

Service plans are being developed to ensure effective delivery of the priorities and further information will be published in other key strategies that are currently being created.

These cannot be achieved by us as alone but will be tackled together with our partners and our communities.



Engaging & Communicating With Our Customers

Our Commitment

We will communicate clearly and consistently with our citizens, provide multiple channels for accessing our services, and ensure our customers' voices shape our decisions and service delivery.

Why This Matters

Effective communication and engagement are essential for responsive, citizen-centered local government. Our citizens deserve to understand what we do, why we do it, and how they can access our services and influence our decisions. By listening to our customers and acting on their feedback, we ensure our services meet their needs and expectations..

What We Will Deliver

- Communication with citizens in a clear, accessible, and consistent way across all channels
- Services designed around customer needs and delivered through channels that are convenient and accessible
- Ensure citizens have genuine opportunities to influence Council policies, strategies, and service delivery decisions
- Ensure communities across all District Electoral Areas feel connected to the Council and able to influence local decisions
- Develop locality-based engagement approaches tailored to each District Electoral Area
- Ensure citizens can access Council services and information regardless of digital capability

How We Will Do This:

- Developing and implementing a comprehensive Communications Strategy and Action Plan
- Establishing consistent branding and messaging across all Council services, facilities, and communications
- Integrating AI and new technologies to improve customer service efficiency and experience
- Adopting and implementing Consultation and Engagement Protocols ensuring consistent, meaningful consultation on all significant decisions
- Developing locality-based engagement approaches tailored to each District Electoral Area
- Maintaining face-to-face and telephone service channels alongside digital expansion

Measurements of Success

- Communications Strategy adopted and implemented by December 2026
- Consistent branding applied across 100% of Council assets and communications by end 2026
- Minimum 50% of transactional services available online by 2027
- Customer service response times meet published standards in 95% of cases
- Consultation and Engagement Protocol adopted by mid-2026
- Citizens Survey completed with increasing participation (target 3,000+ respondents by 2027)
- Active community engagement mechanisms in all 7 District Electoral Areas
- Multiple access channels maintained for all key services

Priority 2

Empowering & Supporting Our People

Our Commitment

We will create a positive, supportive workplace culture that empowers our employees to deliver excellent services, while working with partners to improve the health, wellbeing, and opportunities for all citizens across the Borough.

Why This Matters

Our employees are our most valuable asset – their skills, commitment, and dedication enable us to deliver for our citizens every day. By investing in our people, supporting their development, and creating a positive workplace culture we enable them to deliver the best possible services.

Equally, the wellbeing of our citizens is fundamental to our Community Plan vision – healthy, active, engaged communities are more resilient, cohesive, and prosperous.

What We Will Deliver

- Employees who feel valued, supported, and empowered to deliver excellent services and reach their full potential
- A workforce which has the skills, knowledge, and capabilities needed to deliver current and future services effectively
- A Council which reflects the diversity of our community and creates an inclusive culture where everyone can thrive
- Citizens with improved physical and mental health and wellbeing, with more people achieving recommended levels of physical activity

- Support for Citizens at risk of loneliness and social isolation, by providing opportunities and support to connect with others
- Safe communities working together to promote positive relationships
- Support to the community and voluntary sector to work alongside statutory provision to ensure communities have access to the services and support they need

How We Will Do This:

- Adopt and implement comprehensive People Strategy 2026–2031
- Implement actions from Equality and Diversity Action Plan
- Invest in leisure centre infrastructure
- Support and strengthen the community and voluntary sector through the Community Development Strategy
- Support Multi-Agency Support Hub addressing vulnerability and reducing risk

Measurements of Success

- People Strategy adopted by April 2026 and implementation plan delivered
- 75% of staff complete diversity and inclusion training
- Leisure participation increasing by minimum 10% over Plan period
- Reported levels of loneliness reducing in vulnerable groups
- Fear of crime levels maintained below NI average (currently 79% vs 74% NI)
- Community grants programme distributing minimum £1 million annually

Creating Conditions To Deliver Opportunities For Our Borough

Our Commitment

We will work to create the conditions for economic growth, job creation, and prosperity, while securing investment and advocating for the Borough to ensure our citizens have access to opportunities and our economy can thrive.

Why This Matters

A thriving economy benefits everyone, it creates jobs, supports businesses, generates prosperity and funds the services our citizens need.

While the Council is not directly responsible for all aspects of economic development, we have a crucial role in creating the conditions for growth, attracting investment, supporting businesses, and advocating for our Borough.

Our unique assets, including our natural environment, tourism infrastructure, and quality of life, are economic drivers that require strategic management and investment.

What We Will Deliver

- Major infrastructure projects that transform economic opportunities and quality of life across the Borough
- A Borough's economy which performs more competitively against NI benchmarks, with improving productivity, business growth, and earnings
- A strengthened position as a world-class visitor destination with increasing visitor spend and employment

- Town centres that are attractive, accessible, and economically viable with reducing vacancy rates
- Increased levels of innovation, entrepreneurship, and business ambition supporting economic growth
- High-quality digital connectivity supporting economic competitiveness and digital inclusion
- Levels of poverty and disadvantage across the Borough reduce toward NI averages, with improved support for those experiencing hardship

How We Will Do This:

- Deliver Council's £72 million Growth Deal
- Deliver £20 million Coleraine Future Town Fund
- Revise and implement Economic Development Strategy
- Develop and implement Visitor and Destination Tourism Strategy
- Deliver public realm improvements and maintenance to high standards
- Develop Innovation Action Plan for the Borough
- Support delivery of Project Gigabit
- Target support toward areas of highest need identified through data analysis

Measurements of Success

- Growth Deal progressing to implementation phase by 2028
- Successful delivery of Coleraine Future Town Fund over the next 9-years
- Revised Economic Development & Tourism Strategies adopted by 2026
- Town centre vacancy rates reducing toward 10%, with footfall increasing year-on-year
- Innovation Action Plan adopted by 2026
- Percentage of premises with access to superfast broadband (30Mbps+) increasing from current levels toward 100%
- Coordinated support services accessible in all DEAs

Priority 4

Sustainability & Managing Our Natural & Built Environment

Our Commitment

We will protect, enhance, and sustainably manage our outstanding natural and built environment, address climate change and biodiversity loss, and ensure our infrastructure supports the needs of current and future generations.

Why This Matters

Our natural environment is our greatest asset, it defines our identity, supports our quality of life, drives our tourism economy, and provides ecosystem services we depend upon. Climate change is the defining challenge of our time, requiring urgent action to reduce carbon emissions and adapt to changing conditions.

As a Council, we have responsibility for managing significant environmental services and assets, and our decisions impact the sustainability of our Borough for generations to come.

What We Will Deliver

- A Borough that contributes effectively to Northern Ireland's climate change targets with reducing carbon emissions and increasing resilience to climate impacts
- Reduction in waste generation and increase to recycling rates, leading to a Borough managing waste sustainably in line with circular economy principles
- Designated sites, landscapes, and biodiversity which are protected, enhanced, and managed sustainably
- Increased citizens and visitors access to high-quality green spaces, and outdoor recreation opportunities

- Council buildings and infrastructure which is fit for purpose, energy efficient, and contributing to carbon reduction targets
- A Local Development Plan that balances growth, environmental protection, and community needs
- Streets, public spaces, and natural environment which are clean, well-maintained, and attractive to residents and visitors

How We Will Do This:

- Developing and adopting a Climate Change Strategy aligned with NI Climate Change Act (2022) and Green Growth Action Plan
- Developing a Council Biodiversity Strategy and Action Plan
- Increase household waste recycling rates in line with agreed national standards
- Implementing biodiversity initiatives on protected natural heritage areas, as well as on Council Estate (ASSIs, SACs, SPAs, AONBs)
- Developing Greenway infrastructure in line with NI Greenway Action Plan
- Implementing estate rationalisation reducing underutilised buildings
- Progress Local Development Plan through statutory stages

Measurements of Success

- Climate Change Strategy adopted by 2026 with clear emission reduction targets
- Achieve a municipal waste recycling rate of 65% by 2035 (interim target of 60% by 2030)
- Council Biodiversity Strategy and Action Plan adopted and implemented
- 10% increase in utilisation of council facilities and programme delivery over 5 years
- LDP Plan Strategy adopted in line with published timetable
- Cleanliness Index ratings maintained at Grade A/B across all areas

Governance, Quality & Continuous Improvement

Our Commitment

We will ensure the Council is well-governed, transparent, and operates to the highest standards of public administration, continuously improving our services based on evidence and feedback.

Why This Matters

Good governance is the foundation of everything we do. Our citizens and ratepayers deserve a Council that is accountable, makes decisions based on evidence, operates fairly and transparently, and uses public resources wisely. By maintaining excellent governance and continuously improving our services, we build trust and deliver better outcomes.

What We Will Deliver

- Governance arrangements that ensure compliance, transparency, and effective decision-making
- Elected Members who are equipped with the knowledge, skills, and support to provide effective leadership and represent their constituents
- Services that consistently meet or exceed standards achieved by the best-performing councils
- Continuous improvement embedded in all services based on evidence, performance data, and customer feedback
- Value for money, with a Council that maintains financial sustainability and achieves efficiency improvements

How We Will Do This:

- By maintaining and regularly reviewing our Governance Framework, ensuring it is integrated consistently across all Directorates and service areas
- Developing and implementing a comprehensive Member Development Programme aligned with the Members' Charter
- Participating annually in APSE (Association for Public Service Excellence) performance benchmarking across all service areas
- Implementing and embedding performance management systems across all services
- Maintaining position in top quartile of NI councils for efficiency

Measurements of Success

- Governance Framework reviewed and updated annually
- Independent auditing for key programmes.
- 100% of Elected Members have current Personal Development Plans, 85% participation rate
- Annual APSE benchmarking completed for minimum 12 service areas covering 100+ indicators
- Year-on-year improvement in key service performance metrics
- Performance Management system fully operational and used by all Directorates
- Increasing citizen satisfaction scores in annual Citizens Survey
- Efficiency ranking maintained in top 3 of NI councils

Finance

The delivery of this Council Plan is underpinned by sound financial planning and management.

The Council's income is primarily derived from rates levied on domestic and business properties within the Borough, supplemented by fees and charges for specific services, and external funding from government programs and agencies.

Where Your Rates Go?

For every **£1.00** you pay in rates:



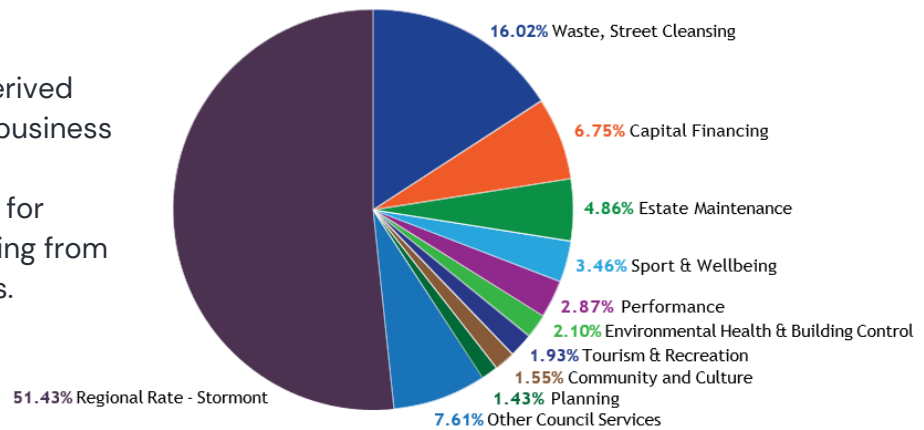
51p goes to the NI Executive (Regional Rate) for services such as health, education, and roads



49p comes to Causeway Coast & Glens Borough Council for local services

Over the past decade, Council has reduced its debt by 49%.

Of the Council's share?



Financial Principles

Our financial management is guided by the following principles:

- 1. Value for Money:** Ensuring every pound of ratepayer money delivers maximum benefit through efficient service delivery and strategic investment.
- 2. Sustainability:** Maintaining a balanced budget while investing in infrastructure and services that meet current needs without compromising future generations.
- 3. Transparency:** Being open about our financial position, priorities, and performance through regular reporting to elected members and the public.
- 4. Prudence:** Managing debt responsibly, maintaining adequate reserves, and planning for known future costs.
- 5. Strategic Investment:** Prioritising investments that deliver Community Plan outcomes and create long-term value for the Borough.

Equality Commitments

Causeway Coast & Glens is becoming ever more diverse, meaning there is more to be done to promote equality. We have therefore embedded equality, inclusion and good relations into the above strategic objectives.

The Council seeks to reduce disadvantage in all areas, to create a more equitable Borough.

We are committed to putting equality and inclusion at the heart of our role as an employer, to support our workforce who help to deliver this plan.

Our objective will be to recruit and develop a skilled, committed and inclusive workforce, where diversity is valued and, one which is representative of our local communities.

We promise to:

Assess equality impact of key strategies and programmes and mitigate adverse impacts.

Tackle disadvantage by targeting services where need is greatest, including rural communities and vulnerable groups.

Promote a fair, inclusive workplace and develop a skilled, representative workforce.

The Council Plan will be reviewed annually each June by the Corporate Policy and Resources Committee to assess progress and ensure that agreed targets are being achieved.

Contact Us

Your Council, Your Voice

We Want To Hear From You – Get In Touch

This Council Plan belongs to all of us; citizens, Elected Members, employees, and partners. Its success depends on working together and on you telling us how we're doing.

How to Contact Us

Telephone: 028 2766 0200

Email: council@causewaycoastandglens.gov.uk

Website: www.causewaycoastandglens.gov.uk

Write to Us: Causeway Coast and Glens Borough Council Cloonavin, 66 Portstewart Road Coleraine, BT52 1EY

Follow us for news, updates, and ways to get involved:

Facebook: @CCGCouncil

X: @CCGCouncil

Instagram: @causewaycoastandglens

Have Your Say

Annual Citizens Survey: Watch for our annual survey – your chance to rate our services and tell us your priorities

Consultations: We consult on major decisions, details are published at www.causewaycoastandglens.gov.uk/consultations

Council Meetings: All Council and Committee meetings are open to the public – see our website for dates and agendas

Contact Your Councillor: Your local Elected Members are here to represent you – find their contact details on our website

Report Issues

Use our online reporting system or contact our customer service team for:

- Missed bin collections
- Street cleansing issues
- Fly-tipping or environmental concerns
- Parks and facilities issues
- Planning enquiries
- Any other service matters

Access Our Services

Many Council services are available online 24/7:

- Report issues
- Apply for planning permission
- Book leisure facilities
- Apply for grants
- Register for events

Visit www.causewaycoastandglens.gov.uk for online services or contact us if you need support accessing services.

Freedom of Information

You have the right to request information held by the Council. Submit requests through our website or email:

foi@causewaycoastandglens.gov.uk

Complaints and Compliments

We welcome both:

- Compliment our services: Let us know when we do well
- Make a complaint: If you're unhappy with our services, tell us so we can put things right

Access our complaints procedure at www.causewaycoastandglens.gov.uk or request a copy from any of our offices.

Alternative Formats of this Plan and other Council publications are available on request.



Causeway
Coast & Glens
Borough Council

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ongoing support

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Causeway Coast & Glens Borough Council
Cloonavin,
66 Portstewart Road
Coleraine
BT52 1EY
www.causewaycoastandglens.gov.uk